



Globalisierung und Multinationale Unternehmen

Teil I: Die Globalisierung als Herausforderung für Weltwirtschaft, multinationale Unternehmen und verantwortliches Handeln

Vorlesung 2: Nike und PUMA – Zwei Fallstudien zur Verantwortung der Multinationalen Unternehmung



Universität Zürich, FS 2026; 23. Februar 2026

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1.1. Nike: Eine Multinationale Unternehmung

Philip Knight importiert Sportschuhe aus Japan mit seiner Firma Blue Ribbon Sports. Verkauf in den USA bei Wettkämpfen; später Fertigung eigener Entwürfe.

Konzentration auf Produktdesign, Marketing, Vertrieb; Orientierung an niedrigen Kosten, Vergabe der Produktion an taiwanesisch und südkoreanische Unternehmen: **„We don't know the first thing about manufacturing. We are marketers and designers.“**
(N. Laurisen, Nike Vice President Asia, Asia 1992)



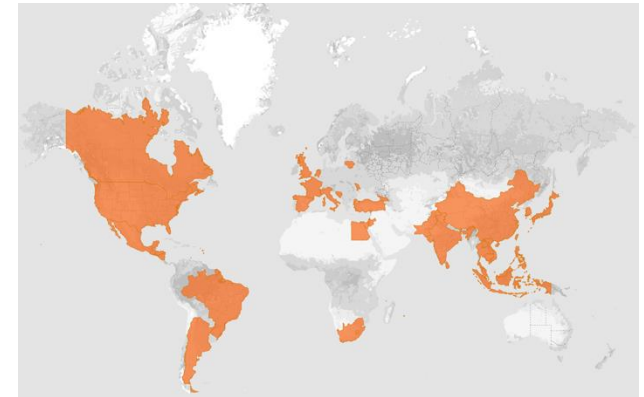
Einführung der Marke Nike

Umbenennung der Firma in NIKE, Inc.

Zulieferer nach Ländern:
1982: 70% Südkorea, 16% Taiwan, 7% USA, 7% Thailand, Hong Kong, Philippinen

Zulieferer nach Ländern:
2024: (519 total): 24% Vietnam, 22% PR China, Indonesien 8%, Thailand 4%, Kambodscha 4%

1.1. Nike: Eine Multinationale Unternehmung: Produktionsstandorte



Worker Count Results					
	FY15	FY16	FY17	FY18	FY24
Americas	87,234	71,904	77,833	72,986	72,423
EMEA	17,197	18,674	18,396	19,114	45,438
N Asia	236,142	233,561	198,877	198,877	165,324
S Asia	287,862	304,932	296,984	286,938	395,981
SE Asia	386,293	436,970	444,907	473,258	590,746
TOTAL	1,014,728	1,066,041	1,036,997	1,023,020	1,269,912

Legende:

- **Americas:** Argentina, Brazil, Canada, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, USA
- **EMEA:** Europe, Middle East & Africa
- **N Asia:** China, Japan, Philippines, South Korea, Taiwan
- **S Asia:** India, Indonesia, Malaysia, Pakistan, Sri Lanka
- **SE Asia:** Cambodia, Laos, Thailand, Vietnam

Quellen: <http://manufacturingmap.nikeinc.com/> (Abruf Januar 2026);

Nike 2020, FY19 NIKE, Inc. Impact Report, S. 28;

Nike 2024, FY23 NIKE, Inc. Impact Report, S. 7, abgerufen von <https://media.about.nike.com/files/f37dfe60-0341-4db1-8ab9-6156da717313/FY24-NIKE%2C-Inc.-Sustainability-Data.pdf>



1.1. Nike: Eine Multinationale Unternehmung

- Weltmarktführer für Sportschuhe und Sportbekleidung, Sitz: Portland (Oregon; USA)
- **Weltmarktanteil (Sportschuhe):** Anführer ist Nike mit ca. 38%, danach kommt Adidas mit ca. 12% (2025)
- **Beschäftigte:** ca. 77'800 direkt bei Nike (2025), über 1.1 Mio. indirekt in 519 Nike-Zulieferbetrieben (2024)
- **Umsatz:** 46.3 Mrd. US \$ (2024, ↓10%); **Gewinn:** 3.2 Mrd. US \$ (2024, ↓44%)
- Starker Wettbewerb zwischen wenigen grossen Anbietern um Marktanteile, vor allem mit Adidas und Puma in Asien
- Produktdifferenzierung; billige Produktion notwendig aber nicht hinreichend für Wettbewerbsvorteile:
 - „The symbolic workers (e.g., advertisers, marketers, and designers) contribute the greater share of value to the product.“ (Goldman/Papson 1998, p. 11)
 - Dagegen gilt: „... a blank shoe is meaningless“ (ebd., p. 12)

Quellen: <https://runrepeat.com/nike-shoes-statistics> (Abruf: Januar 2026),

Nike 2023, 2023 Form 10k, S. 6, https://www.sec.gov/Archives/edgar/data/320187/000032018724000044/nke-20240531.htm#99ed084b8fd548c9b380a386a199251f_43

<https://investors.nike.com/investors/news-events-and-reports/investor-news/investor-news-details/2025/NIKE-Inc--Reports-Fiscal-2025-Fourth-Quarter-and-Full-Year-Results/default.aspx> (Abruf: Januar 2026)



1.1. Verhältnis von Wettbewerb und Arbeitsbedingungen

„Reebok, Adidas, Fila, Asics, LA Gear, Puma, Converse, Keds, K-Swiss, and Nike (in other words most of the industry) seek the best deals they can find among competing contract manufacturers. The subcontractors, in turn, depend on the overall immiseration of places like Indonesia as a means of securing cheap labor and disciplining workers. Given this set of circumstances, it comes as no surprise that in the brutally competitive athletic footwear and apparel industry, companies would have an interest in pitting subcontractors against one another in their contract bids. When this occurs, strict capitalist arithmetic tells us that South Korean and Taiwanese contract suppliers will seek to pass along their costs to their workforce by squeezing out longer hours and lower wages.“

(Goldman/Papson 1998, S. 10 f.)

1.2. Die Nike-Initiative vom 12. Mai 1998: Ein überarbeiteter Code of Conduct

- Seit Anfang der neunziger Jahre Kritik von Menschenrechtsgruppen aufgrund der inhumanen Arbeitsbedingungen in den Zulieferbetrieben
- **12. Mai 1998:** Mittagsempfang im National Press Club, Washington D.C.
- Nike Mitbegründer Philip Knight verkündet eine neue Initiative zur Verbesserung der Arbeitsbedingungen in den Nike-Zulieferbetrieben:
 - „Nike is a company of people who are passionate about sports and who love to compete. We are also a company of people rooted in our responsibility to be good corporate citizens.“
- Massnahmen:
 - Revision des Code of Conduct
 - Verpflichtung der Zulieferer



Philip Knight
<http://www.businessweek.com>
(Abruf: Jan 2026)

1.2. Die Nike-Initiative vom 12. Mai 1998: Massnahmen

Nike setzt folgende Massnahmen mit Geltung für alle damals 650'000 (heute über 1 Mio. Arbeitnehmer), in den Zulieferbetrieben in Kraft:







- Kontrolle der Zuliefererbetriebe durch unabhängige Untersuchungsgremien unter Beteiligung von NGOs
- Mindestalter der Arbeitnehmer in der Produktion: 18 Jahre (Sportschuhe), 16 Jahre (Bekleidung und Zubehör)
- Einhaltung der US-Vorschriften hinsichtlich Schadstoffbelastung der Luft („OSHA“)
- Ausbildungsprogramme für Arbeiter (Grund- und Hauptschule)
- Kreditprogramme für Familien (Mikro-Kredite)
- Unterstützung von Forschungsarbeiten zum Thema CSR



Nike Zulieferer-Mitarbeiter

<http://www.brandworkers.org> (Abruf: Jan 2026)

1.3. Kritik & Reaktion: Trotz Code of Conduct fortwährende Kritik gegenüber Nike (1999-2001)

-  Mindestlohnbestimmungen werden nicht eingehalten; Tageslöhne von 1-2 US \$ reichen nicht aus, das Lebenshaltungsminimum zu decken (living wage)
-  Tägliche Arbeitszeiten regelmässig 10-12 h an 6-7 Tagen pro Woche
-  Zwang zu Überstunden, die z.T. nicht entlohnt werden
-  Kinderarbeit
-  Arbeiter werden gehindert, sich zu organisieren; die Bildung freier Gewerkschaften ist verboten oder wird unterdrückt
-  Gesundheitsschädliche Arbeitsbedingungen
- Körperliche Züchtigung, psychischer Druck am Arbeitsplatz

Quellen: Global Exchange (1999). „Nike: What’s it all about.” Electronic memo, Oxfam (2001). NikeWatch Campaign Connor (2001)



1.3. Kritik & Reaktion: Nike in der Kritik von Globalisierungsgegnern und NGOs



SLA  ERY



1.3. Kritik & Reaktion: Nike's Reaktionen auf anhaltende Proteste: Phasen 1-3

1

(Beginn der 90er): Zurückweisung der Verantwortung

- „We don't own those factories“ (vgl. Katz 1994)
- „Memorandum of understanding“, eigene Untersuchungen, Negation der Probleme

2

(1996-97): Betonung von Compliance/Public Relations

- Einrichtung einer Compliance-Abteilung für Arbeitsstandards
- Andrew Young Bericht: „... NIKE is doing a good job in the application of its Code of Conduct. But NIKE can and should do better.“

3

(1998-2000): Aufbau von Corporate Responsibility Strukturen

- Mai 1998-Initiative
- Mitarbeit im Apparel Industry Partnership, in der Fair Labor Association (FLA) (www.fairlabor.org) sowie in der Ethical Trading Initiative (ETI)



1.3. Kritik & Reaktion: Bewirkt die Kritik eine Neuorientierung von Nike?

Kritisches Resumee von Global Exchange (NGO):

- „Thus far Nike has treated sweatshop allegations as an **issue of public relations rather than human rights**. The promises made by Phillip Knight in his May 1998 speech were an attempt by the company to **switch the media focus** to issues it was willing to address while **avoiding the key problems** of subsistence wages, forced overtime and suppression of workers' right to freedom of association.” (Connor 2001, p. 5)





1.3. Kritik & Reaktion: Forderungen der NGOs an Nike

„... Nike should commit itself to working with the international human rights community to **pressure local governments** to release jailed labor leaders and **change labor laws** and practices to **reflect internationally recognized labor rights**. Nike should also **work at the factory level** to create the space for representative worker councils and for educating workers about international labor rights.”

(Global Exchange 1999)





1.3. Kritik & Reaktion: Nike's Verteidigung

„... neither Nike nor any of its subcontractors are **in a position to dictate the labour laws** of any country” (Tony Peddie, Ex Nike's Asia Pacific Regional Director, zit. nach Connor/Atkinson 1996).

„**We're not gouging anybody**. Our gross profits are around 39 percent, right on the industry standard. We make our profit on volume. A country like Indonesia is converting from farm labor to semiskilled – an industrial transition that has occurred throughout history. **There's no question in my mind that we're giving these people hope**” (Knight, in: Katz 1994, op. cit. Rosenzweig 1995, S. 178).



1.3. Kritik & Reaktion: Phase 4 – Nike's Weg zu globaler Verantwortung

(ab 2000): Integration in die Unternehmensstrategie

- Integration der Corporate Social Responsibility in die Managementfunktionen
- **Intensivierung des Stakeholderdialogs**
 - 2007: Treffen mit 13 Stakeholder-Gruppen und Nike Managern führte zu weiteren Zielsetzungen auch in Bezug auf ökologische Aspekte. Die NGO „Business of Social Responsibility“ (BSR) agierte als neutraler Vermittler und hilft Nike bei der Auswahl der Stakeholder.
- **Corporate Responsibility Report ab 2004**
 - 2005: Erstmals wird eine Liste der Zulieferer veröffentlicht
 - 2006: Kasky Fall
 - Ab 2009: Regelmässiger Update des Corporate Responsibility Reports: webbasiert, Ansatz hin zu weniger Report-Dokumenten und zu zeitnaher & transparenter Dokumentation von Prozessen. Liste der Zulieferbetriebe wird regelmässig veröffentlicht.

4

1.3. Kritik & Reaktion: Der Nike vs. Kasky Fall

- 2006: Aktivist Marc Kasky verklagt Nike wegen falscher Aussagen in Image-Kampagne bezüglich der Arbeitsbedingungen in Zulieferbetrieben (bzw. Sweatshops).
- Der Fall wurde aussergerichtlich beigelegt, aber Nike veröffentliche daraufhin zunächst keinen Report aus Sorge vor weiteren Klagen.
- Viele MNCs veröffentlichen heute Berichte bezüglich ihrer sozialen und ökologischen Tätigkeiten zur Information der Stakeholder.
- Qualität & Transparenz variieren jedoch stark und; „information is often disclosed strategically and in a manner designed to cast the firm in favourable light, rather than show a complete picture of the firm’s social performance“ (Hess/Dunfee 2007, p. 10).



Marc Kasky
<http://www.commondreams.org>
(Abruf: Jan 2012)

1.3. Kritik & Reaktion: Phase 5 – Nike's Weg zu globaler Verantwortung

(Neuere Entwicklung): Mithilfe beim Aufbau globaler Standards

- Mitglied im UN-Global Compact seit 2000
- Regelmässige Dialogforen mit Arbeitsrechts-, Entwicklungshilfe-, Bürgerrechts-, und Umweltinitiativen zum Aufbau globaler Standards
- Mitgliedschaft in verschiedenen Organisationen:
 - Gap, Asda (Zulieferervereinigungen in den USA und GB)
 - Oxfam International, AccountAbility (NGOs)
 - Internationale Textile, Garment, Leather Workers Federation (Gewerkschaften)
 - MFA Forum, JO-IN Initiative, ETI, FLA, UN-Global Compact (Multi-Stakeholder Initiativen)

5



WE SUPPORT

23.02.2026



FAIR LABOR
ASSOCIATION™

(Quellen: vgl. Zadek 2004, S. 128 ff.;
<https://about.nike.com/en/newsroom/resources/impact-partnerships-and-collaborations>)

1.3. Kritik & Reaktion: Neuorientierung von Nike?

Kritisches Resümee von Oxfam:

- „Since 1998, when Nike made a public commitment to ensuring respect for trade union rights, the company has **significantly reduced** the proportion of its sports shoes made in countries where these rights have legal effect. Nike, Puma, adidas and New Balance **deserve at least some credit** for transparency on this issue [...]“ (Oxfam Report „Offside Labour Rights Asia“, 2005)

Offside!

Labour rights and sportswear production in Asia



Oxfam





Das Dilemma der Verantwortung

SPIEGEL Wirtschaft

Menschenrechte

Nike distanziert sich von Arbeitslagern in China – und steht im Shitstorm

Chinas Umgang mit den Uiguren sorgt für diplomatischen Zoff – und belastet zunehmend auch die Wirtschaft. Nike, H&M und Co. droht nach Äußerungen hierzu ein hoher Schaden in dem Land.

25.03.2021, 07:48 Uhr

«Der Streit über die politischen Äußerungen ist für die Firmen heikel. [...] In der Vergangenheit hatten sich Unternehmen der chinesischen Linie häufig angepasst[...], um Zugang zu Chinas bevölkerungsreichem Markt zu erhalten. Bei den Uiguren könnte die Sache anders sein, denn die westlichen Konzerne stehen auch in ihren Heimatländern unter Druck, sich von Missständen zu distanzieren – oder dort nicht mehr zu produzieren.»

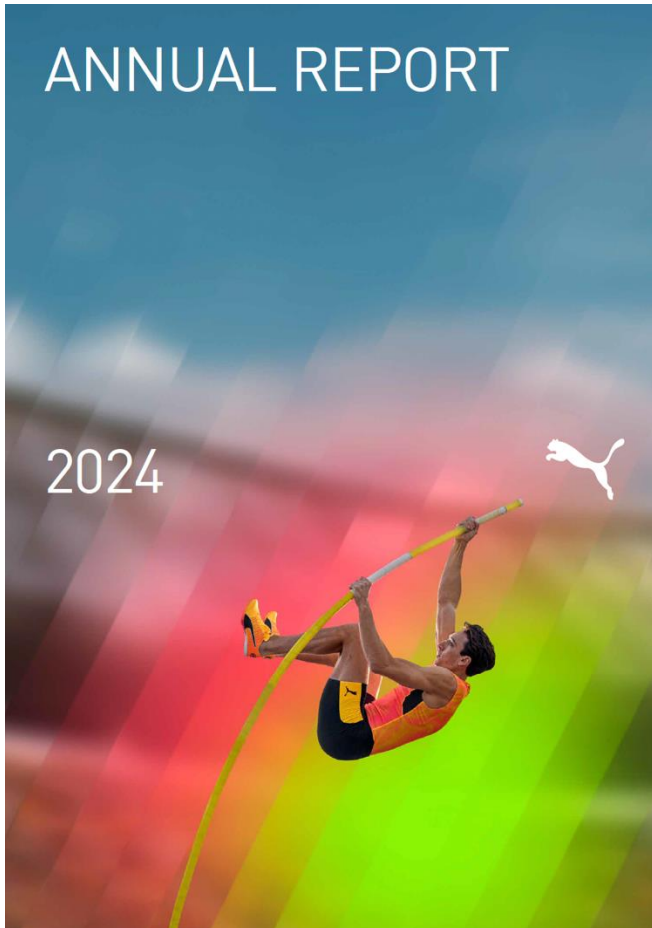
«Das Unternehmen sei »besorgt« über Berichte von Zwangsarbeit der muslimischen Minderheit der Uiguren in der Provinz Xinjiang und würde keine Baumwolle aus der Region verwenden.»

2.1. PUMA: Ein Unternehmens-Portrait

- **Mitarbeiter:** ca. 18'668 (2024)
- **Umsatz:** 8.817 Mrd. EUR (2024); **Gewinn:** 281.6 Mio. EUR (2024)
- 158 Zulieferer: 95% in Asien, 3% in Amerika, 1% in Europa, 1% in Afrika (2023)
- 2009: Einführung der PUMAVision:
 - Unternehmensweites Leitbild mit den Initiativen PUMA.Safe, PUMA.Peace und PUMA.Creative: Zusammenfassung aller CSR Initiativen des Konzerns
- 2009: Erstes CO2 neutrales Headquarter der Welt wird eröffnet.
- 2010: PUMA wird klimaneutrales Unternehmen (kompletter CO2-Austoss kompensiert).
- 2012: Handbook on Social Standards wird veröffentlicht
- 2013: Erstes Sportunternehmen, das den „Bangladesh Safety Accord“ unterzeichnet.
- ... 2016: Mitglied in der „Better Cotton Initiative“



2.1. PUMA: Produktionsländer (2023)



BUSINESS PARTNERS

As a global enterprise, managing sourcing and supply chain risks is crucial for PUMA. Our products are predominantly produced in Asian countries, including China, Vietnam, Cambodia, Bangladesh, Indonesia, and India. Production in these countries presents significant risks, including changes in sourcing, wage, and logistic costs, supply bottlenecks for raw materials or components, quality issues, and potential overdependence on individual suppliers. In 2024, global sourcing markets were impacted by ongoing geopolitical tensions, which affected supply chains and created risks for business operations. In addition, increasing state protectionism, trade conflicts, higher tariffs and stricter regulatory requirements - particularly in economic relations between America, Europe and Asia as a result of the recent US election - will have a significant impact on global trade and economic growth. These developments could have a negative impact on PUMA's business operations and financial condition.



2.2. Der PUMA Code of Conduct

CODE OF CONDUCT

PUMA SE, PUMA WAY 1, 91074 Herzogenaurach, Germany – V.03. 2025

PUMA respects Human Rights. This respect defines our engagement with the societies in which we operate, and with all our business partners. PUMA respects the environment. We are determined to manage and reduce the impact on the environment of both our organization and our supply chain.

This PUMA CODE OF CONDUCT applies to all PUMA business partners which are producing goods and provisioning services to PUMA (Business Partners).

It is the responsibility of the Business Partners to ensure that this Code of Conduct is respected by their subcontractors and their suppliers. In any case, Business Partners shall be liable if any of their subcontractors and suppliers fail to comply with this Code of Conduct.

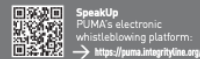
The requirements stated in this Code of Conduct are the same requirements that PUMA applies within its own operations and the operations of its subsidiaries. If the provisions of this Code of Conduct conflict with the provisions of the Business Partner's national laws and regulations pursuing the same objectives, the provisions providing for more extensive or more specific obligations shall apply.

COMPLAINT PROCEDURES

Business Partners are expected to provide channels for their employees and external stakeholders to raise any concerns.

Business Partners shall also work to ensure protection from retaliation of their employees and external stakeholders, provided that the concerns are raised in good faith.

Employees of Business Partners who wish to report any concerns at the workplace, which were not resolved by the Business Partners, may do so by using:



SpeakUp
PUMA's electronic
whistleblowing platform:
→ <https://puma.integrityline.org/>

PUMA will take all concerns seriously and investigate thoroughly in a confidential manner. PUMA will work with its business partners to ensure that there will not be any investigation made to reveal the identity of the complainant. PUMA will also work to ensure Complainants shall not suffer any form of violence, threat, intimidation, retaliation, harassment, or abuse such as disadvantage or punishment. All provided that the complaint was made in good faith.

For more information on how PUMA processes reports, please refer to PUMA's Rules for the Complaint Procedure on PUMA's official website here:

→ <https://about.puma.com/en/sustainability/code-of-conduct-policies-and-handbooks>

NO CHILD LABOR

Business Partners must not employ anyone below 15 years of age, or the national legal minimum age, or the age for completing compulsory education, whichever of the three is higher. Business Partners must not tolerate any forms of child labor which include slavery, trafficking, and other illicit activities. Workers under the age of 18 are prohibited from engaging in any form of hazardous work which could harm their health, safety and morals. If any child under the age of 18 is employed, the applicable requirements for protection of young workers must be implemented.

NO FORCED LABOR

Business Partners must not use any form of human trafficking, forced labor including prison labor, slavery, modern slavery, indentured labor, and bonded labor. Employees of Business Partners shall be granted the right to leave their workplace, the right to resign in accordance with the applicable laws and the right to freedom of movement.

NO DISCRIMINATION

Business Partners must not discriminate against any of their employees throughout the entire employment relationship. Employees shall be treated with respect and equality regardless of religion or beliefs, age, gender, pregnancy, marital status, disability or health status, nationality, race, ethnic origin, political views, or sexual orientation.

NO EXCESSIVE WORKING HOURS

Business Partners shall ensure that the working hours of their employees, both regular and overtime hours, comply with the national legal requirements.

A regular workweek shall not exceed 48 hours and one day off shall be guaranteed for every seven-day period.

Other than in exceptional circumstances, the sum of regular and overtime hours in a week shall not exceed 60 hours. Overtime hours are permitted as long as the overtime hours are within the limits permitted by national legislation or collective agreements. Overtime hours shall not be requested on a regular basis and shall be compensated at a legal premium rate.

NO ILLEGAL USAGE OF SECURITY FORCES

Business Partners may hire or use security forces if their employees and/or enterprise are at risk for their security. However, Business Partners shall not hire security forces to violate Human Rights, break peaceful and legal strikes, and social gatherings. Business Partners must ensure not to contribute to any humiliation, injury, or harm people's lives directly or indirectly by using private security forces.

FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

Business Partners must guarantee, where legal under national law, the right of their employees to join or form unions, or other work or industry related associations, and to bargain collectively. These rights must be given without fear of harassment, interference, or retaliation.

RESPECT OF LAND RIGHTS

Business Partners must conduct sufficient due diligence to ensure the land they use for their operations has not been linked to any unlawful eviction or unlawful taking of land, forests, and water bodies.

FAIR COMPENSATION

Business Partners shall comply with all legal requirements on wages and benefits, employment contracts or their respective collective bargaining agreement. Business Partners shall compensate their employees for hours worked and shall pay at least the legal minimum wage. Business Partners aspire to ensure that the compensation of their employees satisfies their basic needs and provide some discretionary income. Where compensation does not meet the basic needs of the employees and their family, Business Partners aspire to work with relevant stakeholders to take appropriate actions to progressively reach a level of compensation that does.

RESPONSIBLE CHEMICAL & WASTE MANAGEMENT

Business Partners must comply with the applicable national legislation and have a responsible management system when using chemicals, and when handling and disposing of hazardous waste. Business Partners must also comply with the applicable international conventions and industry standards.

FAIR EMPLOYMENT RELATIONSHIP

Business Partners must adopt and adhere to rules and conditions of employment that respect workers, and, at a minimum, safeguard their rights under the applicable national labor and social security laws, as well as the labor standards prescribed by the International Labour Organization (ILO).

SAFE WORKING ENVIRONMENT

Business Partners must promote dignity and respect for human rights. Business Partners must ensure the physical and mental health and safety of their employees in the workplace and shall provide a safe and hygienic working environment for all their employees. Business Partners must take all possible precautions to prevent accidents and injuries at the workplace and should actively promote good occupational health and safety practices. Employees of the Business Partners must have access to sanitary facilities which are adequate. Harassment, corporal punishment and physical, sexual, psychological, or verbal abuse are not tolerated.

RESPECT OF THE ENVIRONMENT

Business Partners must prevent, measure, and progressively reduce their negative impact on the environment. Business Partners must comply with the national environmental protection legislation or international industry standards, whichever is stricter, relating to harmful soil change, air, water, and noise pollution. PUMA expects its Business Partners to implement climate-related action by measuring and reducing their greenhouse gas emissions and by taking appropriate measures to increase energy and water efficiency. Business Partners shall work towards biodiversity protection and restoration, which includes deforestation-free practices and respecting protected land.

ETHICAL BUSINESS PRACTICES

Business Partners shall comply with all national laws which are applicable to them and their business activities. Business Partners shall not engage or participate in any form of bribery, corruption, fraud, money laundering, conflict of interest or anti-competitive practices as further described in PUMA's Code of Ethics.

Quelle: <https://about.puma.com/sites/default/files/documents/pdf/puma-code-of-conduct-2025-english-0.pdf> (Abruf: Januar 2026)

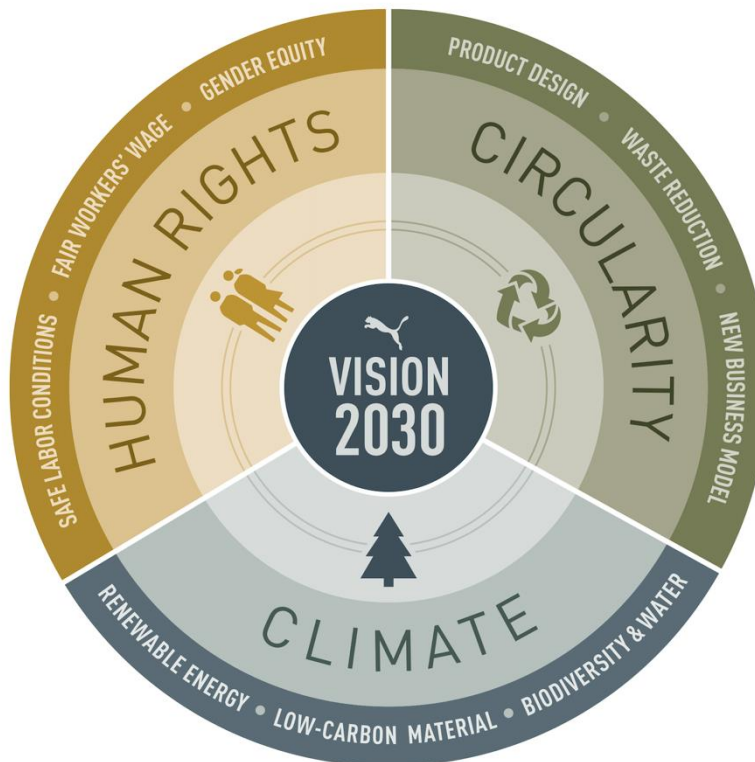


2.3. PUMA: Nachhaltigkeitsstrategie „10FOR25“

➤ G.05 PUMAS NACHHALTIGKEITSZIELE 2025



2.3. PUMA: Aktualisierte Nachhaltigkeitsstrategie „Vision 2030“



"Mit der Vision 2030 haben wir unsere aktuellen 10FOR25-Nachhaltigkeitsziele erweitert und weiterentwickelt, um in den Bereichen Klima, Kreislaufwirtschaft und Menschenrechte eine noch größere Wirkung zu erzielen."

Anne-Laure Descours, PUMA
Chief Sourcing Officer

3. Die unterschiedlichen Strategien von Nike und PUMA



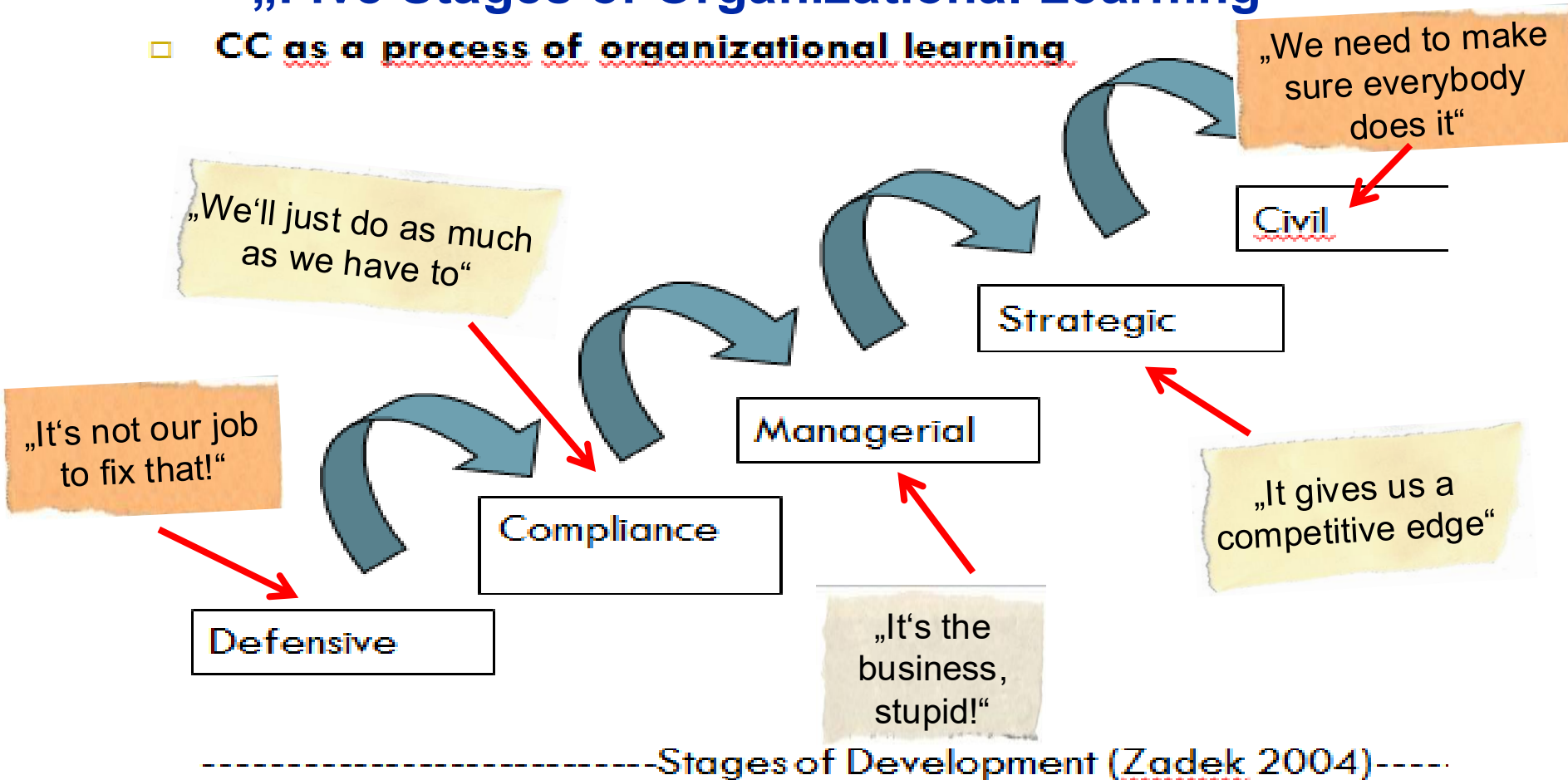
- Massive Kritik an Geschäftspraktiken:
- scheinbar Zugeständnisse
- Code of Conduct als Antwort auf öffentliche Kritik
- Internes Monitoring
- Offensive PR-Arbeit



- Kritik an Geschäftspraktiken wird antizipiert
- Formulierung eines Gesamtkonzeptes
- Code of Conduct als proaktives Verhalten
- Internes Monitoring
- zunächst: Zurückhaltende Öffentlichkeitsarbeit
- ab ca. 2009: Sustainability als Teil der U-Strategie

4. MNU auf dem Weg zu globaler Verantwortung: „Five Stages of Organizational Learning“

- CC as a process of organizational learning








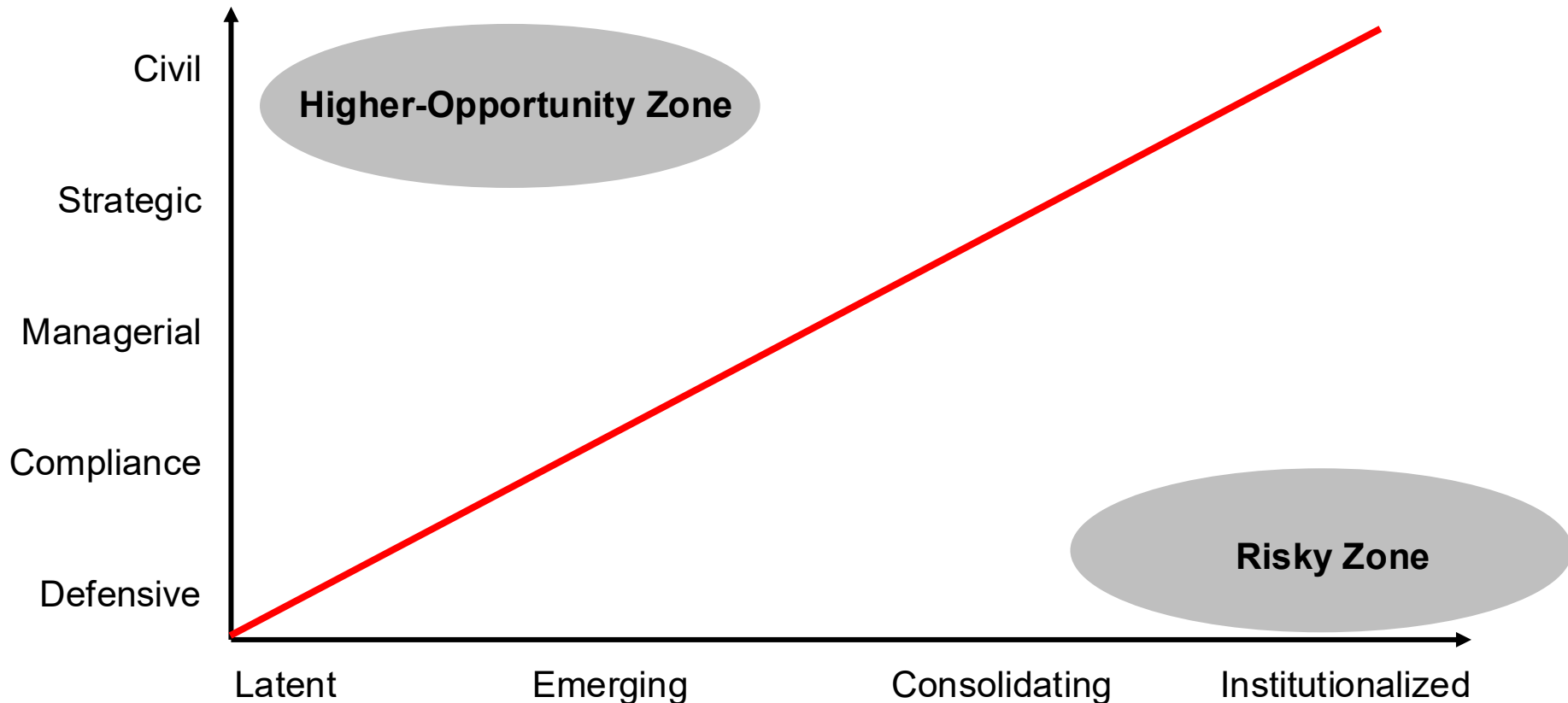
4. MNU auf dem Weg zu globaler Verantwortung: „Five Stages of Organizational Learning“

Stage	Defensive	Compliance	Managerial	Strategic	Civil
What organizations do?	Deny practices, outcomes, or responsibilities	Adopt a policy-based compliance approach as a cost of doing business	Embed the societal issue in their core management processes	Integrate the societal issue into their core business strategies	Promote broad industry participation in corporate responsibility
Why they do it?	To defend against attacks to their reputation that in the short term could affect sales, recruitment, productivity, and the brand	To mitigate the erosion of economic value in the medium term because of ongoing reputation and litigation risks	To mitigate the erosion of economic value in the medium term and to achieve longer-term gains by integrating responsible business practices into their daily operations	To enhance economic value in the long term and to gain first-mover advantage by aligning strategy and process innovations with the societal issue	To enhance long-term economic value by overcoming any first-mover disadvantages and to realize gains through collective action

4. MNU auf dem Weg zu globaler Verantwortung: „The Four Stages of Issue Maturity“

Stage	Characteristics
<p style="text-align: center;">Latent</p>	<ul style="list-style-type: none"> • Activist communities and NGOs are aware of the societal issue. • There is weak scientific or other hard evidence. • The issue is largely ignored or dismissed by the business community
<p style="text-align: center;"> Emerging</p>	<ul style="list-style-type: none"> • There is political and media awareness of the societal issue. • There is an emerging body of research, but data are still weak. • Leading businesses experiment with approaches to dealing with the issue.
<p style="text-align: center;"> Consolidating</p>	<ul style="list-style-type: none"> • There is an emerging body of business practices around the societal issue. • Sectorwide and issue-based voluntary initiatives are established. • There is litigation and an increasing view of the need for legislation. • Voluntary standards are developed, and collective action occurs.
<p style="text-align: center;"> Institutionalized</p>	<ul style="list-style-type: none"> • Legislation or business norms are established. • The embedded practices become a normal part of a business-excellence model.

4. MNU auf dem Weg zu globaler Verantwortung: „The Civil-Learning Tool“





5. Zur Verantwortung der Multinationalen Unternehmung: Fragestellungen

- Sollen die MNU's Kostenvorteile konsequent ausnutzen („optimale Allokation der Ressourcen“, Theorie der komparativen Kostenvorteile)?
- Sollen die MNU's auf die Forderungen der NGOs eingehen? Falls ja, wie weit?
- Sollen die MNU's selbst und proaktiv Standards setzen und durchsetzen? Falls ja, welche?
- Wer kontrolliert die Einhaltung der Standards?
- Sollen die MNU's politischen Einfluss auf ihre Gastländer ausüben? (Legitimationsproblem)



Lernziele

Nach dieser Vorlesung sollten Sie ...

- ... das Vorgehen von Nike vor dem Hintergrund der Herausforderungen der Globalisierung kritisch beurteilen können.
- ... mögliche Wege von MNU zu globaler Verantwortung erläutern können.



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